

Performance Management Road Map

Have you communicated clear expectations (with measurable outcomes) to employee?	Are you gathering support data?	Are you regularly asking for input and giving feedback?	Have you set the stage for employee to prepare for appraisal/counseling meeting?	Have you prepared yourself for the appraisal session?	Have you conducted the appraisal session?
Key Components	Key Components	Key Components	Key Components	Key Components	Key Components
<ul style="list-style-type: none"> • Written performance expectations and competencies with measurable outcomes • (what, how, when) 	<ul style="list-style-type: none"> • Data collection 	<ul style="list-style-type: none"> • Frequent targeted conversations • Feedback process 	<ul style="list-style-type: none"> • Communicate with employee • Review performance appraisal instrument 	<ul style="list-style-type: none"> • Pull information together and review • Compile key performance issues to discuss at interview 	<ul style="list-style-type: none"> • Document discussion identifying past performance and future goals
Action Steps	Action Steps	Action Steps	Action Steps	Action Steps	Action Steps
<ul style="list-style-type: none"> • Write performance expectations (review organization's goals and objectives, job description, performance appraisal tool, essential & marginal job function analysis, discuss components of job with employee & other stakeholders). • Determine how performance will be measured. • Determine if gap exists between employee skill level & expectations. • Discuss expectations & measurement with employee (provide written document). • Discuss w/employee timelines as they might apply to specific job expectations & skill development. 	<ul style="list-style-type: none"> • Determine data collection methods, both quantitative and qualitative (observe performance, talk to customers). • Continuous dialog with employee on data collection methods used (how can you both tell if employee is successful or not). • Collect data in useable format (notes to yourself, log conversations, evaluations by customers). 	<ul style="list-style-type: none"> • Develop relationship and trust. • Create environment of mutual respect. • Coach when appropriate. • Give positive feedback on how you perceive employee is doing based on data collection. • Ask for input on how employee perceives he/she is doing (ask if there are problems you can help with or resources they need). 	<ul style="list-style-type: none"> • Notify employee approximately one month in advance. <p>Supervisor/employee:</p> <ul style="list-style-type: none"> • Agree on timing, location, and schedule 60 minute performance appraisal • Review past goals/performance review performance expectations. • seek employee feedback – self-assessment. • consider co-worker, colleague, customer feedback. 	<ul style="list-style-type: none"> • Write first draft of document/outline. • Review met and unmet expectations. • If expectations are unmet, seek coaching, practice, role play prior to actual conversation. • Allow some time to mentally prepare before the conversation. 	<ul style="list-style-type: none"> • Supervisor and employee meet to have a conversation and achieve understanding about key performance issues (this may or may not include agreement). • Determine goals. • Jointly develop a performance plan to meet goals to include: <ol style="list-style-type: none"> 1.periodic meetings 2.utilize resources for improvement 3.coaching and mentoring 4.feedback on a regular basis
Performance expectations and measurements are clear.	Data is being gathered.	Feedback is being given and received.	Employee has been informed of appraisal session.	Preparation for appraisal is done.	Appraisal session has been conducted and performance plan developed.